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ABSTRACT

In January 1995, Patrick Henry Community College (PHCC), in Virginia, surveyed faculty and staff regarding their perceptions related to job satisfaction, organizational communication, management, and work environment. Questionnaires were sent to 128 full-time faculty, administrative faculty, classified staff, and part-time employees with 30 hours workload per week, receiving responses from 54%. For sections related to satisfaction, communication, and management, respondents were asked to rate 61 statements about PHCC on a 5-point scale, while with respect to general work environment, respondents rated 12 statements related to their department and the college as a whole on a 7-point scale. Study findings included the following: (1) with respect to satisfaction, communication, and management, the three highest rated statements were "I like working at PHCC" (4.56), "I support the mission and goals of the college" (4.5), and "I would recommend PHCC to my friends as a good place to work" (4.47); (2) the lowest rated statements were "Parking on campus is adequate" (2.20), "I have the opportunity to participate in setting budget priorities" (2.44), and "Interdepartmental communication is adequate" (2.62); (3) the adjectives "friendly" and "creative" received the highest ratings with respect to the work environment of the college and for respondents' individual departments; and (4) hourly staff had the most positive impressions of work environment, followed by classified staff, faculty, and administrators. (The survey instrument is appended.) (KP)

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ED 382 259

Climate Study
Spring 1995

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PATRICK HENRY COMMUNITY COLLEGE

Climate Study, Spring 1995

Introduction:

In January 1995 the college examined the perceptions of its employees on the college's climate. The purpose was to get a portrait of organizational health and aggregate perceptions on job satisfaction, communication, management and work environment at PHCC.

Methodology:

Full-time faculty, administrative faculty, classified staff, and the part-time employees with 30 hours workload per week were asked to complete a questionnaire which was designed to measure the organizational climate at PHCC. (A copy of the questionnaire is included in Appendix A.) Surveys were administered by way of the campus mail and respondents were asked to return their questionnaires to the office of the Information Services.

Results:

The questionnaires were sent to 128 employees. The overall response rate was 54 percent. The results of ratings based on a five point scale for job satisfaction, communication, and management are reported in Table 1.

Of the 61 questions under the three subcategories of the climate study, 11 questions received an average rating of less than 3.00, while 7 questions received an average rating of greater than 3.90 by college personnel. However, there were 43 questions which received average ratings from 3.06 to 3.87. The following are

the highlights of the responses to questions that received an average rating of less than 3.00 or greater than 3.90, which may be regarded as critical.

Questions that received an average ratings of greater than 3.93 by personnel:

Description of Questions	Std. Dev.	Rating
60. I like working at PHCC	0.58	4.56
30. I support the mission and goals of the college.	0.50	4.50
61. I would recommend PHCC to my friends as a good place to work.	0.68	4.47
11. I am satisfied with the support that I get from my supervisor(s).	1.05	4.26
15. I effectively utilize the information that I get.	0.51	4.17
25. Mission and goals are communicated throughout the college.	0.79	3.93
6. I am satisfied with the extent of my responsibility in my present position.	0.97	3.93

Questions that received an average ratings of less than 3.00 by personnel:

Description of Questions	Std. Dev.	Rating
59. Parking on campus is adequate.	1.10	2.20
47. I have the opportunity to participate in setting budget priorities.	1.14	2.44
23. The amount of communication going across departments at PHCC is adequate.	0.94	2.62
50. Staffing in my unit/department is adequate.	1.29	2.64
43. The college possesses sufficient financial resources to support the programs in my area.	1.12	2.67
24. Budget priorities and procedures are communicated throughout the college.	1.13	2.76

1. My salary is reasonable based on my present duties.	1.25	2.80
57. I am satisfied with the food services and cafeteria at PHCC.	1.15	2.84
46. I understand how the budgeting process works at PHCC.	1.17	2.85
36. Personnel decisions are based on the formal/objective appraisal of personnel.	1.08	2.98
58. The conditions of the restrooms is acceptable.	1.15	2.99

General Impressions of the College:

The result of the ratings based on a seven point scale for the overall work environment at PHCC is reported in Table 2. Respondents were given a series of forced choice paired comparisons of six adjectives describing their unit/department's work environment and the PHCC's work environment: friendly, relaxed, exciting, organized, creative and formal. Hourly staff generally had a more positive impression of the working environment at PHCC, followed by classified staff, faculty and administrators. Regarding the working conditions of the unit or departments, hourly staff had a more positive impression followed by administrative faculty, classified staff, and finally the faculty.

The result of data analysis by Table 2 indicates that college personnel on the average had a more positive impression of the working environment in their unit/department than the college as a whole. On the college level, the adjective "friendly" received the highest rating (5.71), followed by "creative (5.34)", "exciting (5.22)", "organized (5.20)", and "relaxed (4.91)". Likewise, the highest rating on a unit/department level was

assigned to adjective "friendly (6.17)", followed by "creative (5.72)", "exciting (5.63)", "organized (5.46)", and "relaxed (5.35)". College and department ratings followed the same general pattern, with respondents rating both as being friendly, creative, exciting, organized, and relaxed. The general pattern of responses indicate that when a positive and negative adjective were members of the pair, respondents tended to select the positive adjective over the negative one. Overall, results would seem to indicate that all respondents tended to perceive the college in a generally positive light, but the perception of each group would slightly differ across employment status.

Discussion:

The results of this survey indicate some ambivalence among the personnel working at PHCC. People generally perceive the climate at PHCC as above average. The majority of personnel seem to have a good impression of their unit/department work environment, but impressions of the college work environment were slightly less favorable.

As further analyzed Questions 47, 59, 23, 50, 43, 24, 1, 57, 46, 36 and 58 should be further examined in order to improve the climate at PHCC.

TABLE 1. CLIMATE STUDY SPRING 1995

Perceptual Ratings On "Job Satisfaction"

By Employment Status (Q1-Q11)

		EMPLOYMENT STATUS				
		Full-time Faculty	Administrative Faculty	Classified Staff	Hourly Staff (30 hrs.)	Group Total
1.	My salary is reasonable based on my present duties..	2.95	3.23	2.11	3.45	2.85
2.	I have a reasonable benefit package in my present position.	3.73	3.69	3.74	1.64	3.37
3.	I am satisfied with the financial provisions for my retirement.	3.27	3.38	3.63	1.64	3.12
4.	I am satisfied with the overall working conditions in my present position.	3.68	3.92	3.58	4.45	3.83
5.	I am satisfied with the professional goals in my present position.	3.95	3.92	3.53	3.91	3.82
6.	I am satisfied with the extent of my responsibility in my present position.	4.50	4.08	3.74	3.82	3.92
7.	I am satisfied with the opportunity for professional development in my present position.	3.27	3.85	3.47	3.36	3.46
8.	I am satisfied with the opportunity for career advancement in my present position.	3.23	3.38	2.79	3.09	3.11
9.	The opportunity for innovative ideas is valued at PHCC.	3.64	4.23	3.53	4.00	3.78
10.	The opportunity for shared governance is valued at PHCC.	3.36	3.46	2.74	3.36	3.20
11.	I am satisfied with the support that I get from my supervisor(s).	4.23	4.08	4.00	4.91	4.25

TABLE 1. CLIMATE STUDY SPRING 1995

Perceptual Ratings On "Management"

By Employment Status (Q30-Q47)

	EMPLOYMENT STATUS				
	Full-time Faculty	Administrative Faculty	Classified Staff	Hourly Staff (30 hrs.)	Group Total
30. I support the mission and goals of the college.	4.55	4.85	4.37	4.36	4.52
31. The college makes sure we have good knowledge of situations that affect the institution.	3.59	3.85	3.21	3.73	3.55
32. College decisions are well thought out.	3.52	3.83	2.76	3.50	3.37
33. College decisions are based on long range plans.	3.74	3.75	3.19	3.36	3.52
34. Decisions made are based on long term goals and strategies.	3.68	3.83	3.13	3.40	3.51
35. Decisions made at the college are based on quality management or continuous improvement strategies.	3.45	3/83	3.18	3.45	3.45
36. Personnel decisions are based on the formal/objective appraisal of personnel.	3.28	3.23	2.83	2.82	3.05
37. Decisions are based on the budget of the institution.	3.84	3.42	3.33	3.36	3.52
38. I have been given the opportunity to have feedback in writing the mission and goals of the college.	3.55	4.23	2.84	2.50	3.31
39. I have been given the opportunity to participate in writing the objectives for my unit/department.	3.67	4.46	3.05	2.55	3.45
40. I have the opportunity to participate in the decision making of my unit/department.	4.05	4.62	3.32	3.27	3.82
41. I have the opportunity to participate in the decision making at the campus level.	3.57	4.08	2.53	2.55	3.19
42. The college provides leadership and support for institutional planning and evaluation processes.	3.52	4.00	3.47	4.00	3.68
43. The college possesses sufficient financial resources to support the programs in my area.	2.57	2.92	2.21	3.55	2.70
44. I am involved in the development of guidelines and procedures related to my area of responsibility.	4.00	4.46	3.32	3.64	3.83
45. The college is concerned about the development of human resources and teamwork.	3.77	4.00	3.44	3.90	3.75
46. I understand how the budgeting process works at PHCC.	2.62	3.17	3.21	2.33	2.87
47. I have the opportunity to participate in setting budget priorities.	2.36	3.75	2.05	1.90	2.46

TABLE 1. CLIMATE STUDY SPRING 1995

Perceptual Ratings On "Communications"

By Employment Status (Q12-Q29)

	EMPLOYMENT STATUS				
	Full-time Faculty	Administrative Faculty	Classified Staff	Hourly Staff (30 hrs.)	Group Total
12. Policy and procedural guidelines are communicated to all college personnel.	3.55	3.67	2.95	3.45	3.38
13. The flow of information in my unit/department is timely.	3.77	3.62	3.05	4.00	3.57
14. I get the information I need to do my job.	4.00	3.85	3.58	4.09	3.86
15. I effectively utilize the information that I get.	4.09	4.15	4.11	4.45	4.17
16. The flow of information in the college as a whole is timely.	3.73	3.38	2.74	3.30	3.30
17. The college personnel effectively utilize the information they get.	3.58	3.08	3.21	3.70	3.38
18. I am able to interpret the data that I receive in my job.	3.64	3.69	4.16	4.00	3.86
19. We effectively share the data and information we get in our unit or department.	3.64	4.00	3.74	4.09	3.82
20. I need more skills to interpret the data and information that I get in my job.	2.48	2.08	2.37	3.00	2.45
21. The amount of communication going upward in the hierarchy is appropriate.	3.30	3.69	2.67	3.40	3.21
22. The amount of communication going downward in the PHCC hierarchy is appropriate.	3.70	3.54	2.42	2.90	3.15
23. The amount of communication going across departments at PHCC is appropriate.	2.84	2.69	2.26	3.10	2.67
24. Budget priorities and procedures are communicated throughout the college.	2.77	3.38	2.39	2.80	2.79
25. Mission and goals are communicated throughout the college.	3.91	4.15	3.84	3.70	3.91
26. The planning process is communicated throughout the college.	3.48	3.77	3.33	3.45	3.49
27. Faculty participate in the design and development of the student outcome assessment.	3.90	3.91	3.24	3.40	3.62
28. The research findings on the student outcomes assessment are communicated throughout the college.	3.38	3.25	3.24	3.60	3.35
29. I have been informed about the organizational structure at the college.	3.77	3.92	3.21	3.55	3.60

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TABLE 1. CLIMATE STUDY SPRING 1995

Perceptual Ratings On "Working Environment"

By Employment Status (Q48-Q61)

	EMPLOYMENT STATUS				
	Full-time Faculty	Administrative Faculty	Classified Staff	Hourly Staff (30 hrs.)	Group Total
48. Technology/equipment that I use is adequate.	3.59	3.23	3.37	3.73	3.48
49. Maintenance of the technology/equipment that I use is adequate.	3.00	2.77	3.11	3.36	3.05
50. Staffing in my unit/department is adequate.	3.14	2.62	2.37	2.82	2.75
51. Physical facilities in my unit/department are adequate.	3.05	3.15	3.00	3.27	3.09
52. Maintenance of the facilities in my unit/department are adequate.	3.09	3.62	3.53	3.18	3.34
53. Maintenance of the facilities in the college are adequate.	3.50	3.62	3.33	3.64	3.50
54. Custodial care in my unit/department is adequate.	3.23	3.23	3.00	3.09	3.14
55. Custodial care on campus is adequate.	3.45	3.69	3.00	3.27	3.34
56. Security on campus is reasonable.	3.95	3.62	3.53	3.45	3.67
57. I am satisfied with the food services and cafeteria at PHCC.	3.25	2.62	2.58	2.64	2.81
58. The condition of the restrooms is acceptable.	3.32	3.08	2.58	2.91	2.98
59. Parking on campus is adequate.	2.64	2.31	1.79	1.91	2.20
60. I like working at PHCC.	4.64	4.77	4.37	4.45	4.55
61. I would recommend PHCC to my friends as a good place to work.	4.50	4.69	4.28	4.36	4.45

TABLE 2. CLIMATE STUDY SPRING 1995

*Perceptual Ratings On "**College and Departmental Environment**"*

By Employment Status

	EMPLOYMENT STATUS				
	Full-time Faculty	Administrative Faculty	Classified Staff	Hourly Staff (30 hrs.)	Group Total
FRIENDLY:					
Your unit or department	5.77	6.08	6.37	6.73	6.17
College as a whole	5.55	5.38	5.79	6.27	5.71
RELAXED:					
Your unit or department	5.36	5.00	5.05	6.27	5.35
College as a whole	5.05	4.46	4.74	5.45	4.91
EXITING:					
Your unit or department	5.14	6.23	5.47	6.18	5.63
College as a whole	5.05	5.23	5.21	5.55	5.22
ORGANIZED:					
Your unit or department	5.23	5.92	5.32	5.64	5.46
College as a whole	5.27	4.77	5.16	5.64	5.20
CREATIVE:					
Your unit or department	5.27	6.08	5.89	5.91	5.72
College as a whole	5.27	5.31	5.37	5.45	5.34
FORMAL:					
Your unit or department	2.77	3.23	3.26	3.73	3.17
College as a whole	3.36	4.15	3.53	4.55	3.77

Patrick Henry Community College
Climate Study Fall 1994
Faculty, Administrator, and Staff Perceptions
The Office Of Information Services

Purpose: The purpose of this questionnaire is to obtain your perception of the campus climate.

Rationale: Through the administration of the campus climate survey, we get a portrait of organizational health and aggregate perceptions of communication, cooperative attitudes, motivation, job satisfaction, decision making, and management styles at PHCC.

Instructions: Please read each of the following statements. Based on your own personal experiences at PHCC, please rate the items on each scale. Use a No. 2 pencil and mark the appropriate response. Return the completed survey to the Office of Information Services. Your honest responses are necessary to assess our strengths and weaknesses. The information you provide will be kept confidential, and only the aggregate data will be used for research purposes. If you have any questions, please call 638-8777 ext. 280 or 288. Thank you for your participation.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
1. My salary is reasonable based on my present duties.	5	4	3	2	1	9
2. I have a reasonable benefit package in my present position.	5	4	3	2	1	9
3. I am satisfied with the financial provisions for my retirement.	5	4	3	2	1	9
4. I am satisfied with the overall working conditions in my present position.	5	4	3	2	1	9
5. I am satisfied with the professional goals in my present position.	5	4	3	2	1	9
6. I am satisfied with the extent of my responsibility in my present position.	5	4	3	2	1	9
7. I am satisfied with the opportunity for professional development in my present position.	5	4	3	2	1	9
8. I am satisfied with the opportunity for career advancement in my present position.	5	4	3	2	1	9
9. The opportunity for innovative ideas is valued at PHCC.	5	4	3	2	1	9
10. The opportunity for shared governance is valued at PHCC.	5	4	3	2	1	9
11. I am satisfied with the support that I get from my supervisor(s).	5	4	3	2	1	9
12. Policy and procedural guidelines are communicated to all college personnel.	5	4	3	2	1	9
13. The flow of information in my unit/department is timely.	5	4	3	2	1	9
14. I get the information I need to do my job.	5	4	3	2	1	9
15. I effectively utilize the information that I get.	5	4	3	2	1	9
16. The flow of information in the college as a whole is timely.	5	4	3	2	1	9
17. The college personnel effectively utilize the information they get.	5	4	3	2	1	9
18. I am able to interpret the data that I receive in my job.	5	4	3	2	1	9
19. We effectively share the data and information we get in our unit or/department.	5	4	3	2	1	9
20. I need more skills to interpret the data and information that I get in my job.	5	4	3	2	1	9
21. The amount of communication going upward in the hierarchy is appropriate.	5	4	3	2	1	9
22. The amount of communication going downward in the PHCC hierarchy is appropriate.	5	4	3	2	1	9
23. The amount of communication going across departments at PHCC is appropriate.	5	4	3	2	1	9
24. Budget priorities and procedures are communicated throughout the college.	5	4	3	2	1	9

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
26. The planning process is communicated throughout the college.	5	4	3	2	1	9
27. Faculty participate in the design and development of the student outcome assessment.	5	4	3	2	1	9
28. The research findings on the student outcomes assessment are communicated throughout the college.	5	4	3	2	1	9
29. I have been informed about the organizational structure at the college.	5	4	3	2	1	9
30. I support the mission and goals of the college.	5	4	3	2	1	9
31. The college makes sure we have good knowledge of situations that affect the institution.	5	4	3	2	1	9
32. College decisions are well thought out.	5	4	3	2	1	9
33. College decisions are based on long range plans.	5	4	3	2	1	9
34. Decisions made are based on long term goals and strategies.	5	4	3	2	1	9
35. Decisions made at the college are based on quality management or continuous improvement strategies.	5	4	3	2	1	9
36. Personnel decisions are based on the formal/objective appraisal of personnel.	5	4	3	2	1	9
37. Decisions are based on the budget of the institution.	5	4	3	2	1	9
38. I have been given the opportunity to have feedback in writing the mission and goals of the college.	5	4	3	2	1	9
39. I have been given the opportunity to participate in writing the objectives for my unit/department.	5	4	3	2	1	9
40. I have the opportunity to participate in the decision making of my unit/department.	5	4	3	2	1	9
41. I have the opportunity to participate in decision making at the campus level.	5	4	3	2	1	9
42. The college provides leadership and support for institutional planning and evaluation processes.	5	4	3	2	1	9
43. The college possesses sufficient financial resources to support the programs in my area.	5	4	3	2	1	9
44. I am involved in the development of guidelines and procedures related to my area of responsibility.	5	4	3	2	1	9
45. The college is concerned about the development of human resources and teamwork.	5	4	3	2	1	9
46. I understand how the budgeting process works at PHCC.	5	4	3	2	1	9
47. I have the opportunity to participate in setting budget priorities.	5	4	3	2	1	9
48. Technology/equipment that I use is adequate.	5	4	3	2	1	9
49. Maintenance of the technology/equipment that I use is adequate.	5	4	3	2	1	9
50. Staffing in my unit/department is adequate.	5	4	3	2	1	9
51. Physical facilities in my unit/department are adequate.	5	4	3	2	1	9
52. Maintenance of the facilities in my unit/department is adequate.	5	4	3	2	1	9
53. Maintenance of the facilities in the college is adequate.	5	4	3	2	1	9
54. Custodial care in my unit/department is adequate.	5	4	3	2	1	9
55. Custodial care on campus is adequate.	5	4	3	2	1	9
56. Security on campus is reasonable.	5	4	3	2	1	9
57. I am satisfied with the food services and cafeteria at PHCC.	5	4	3	2	1	9
58. The condition of restrooms is acceptable.	5	4	3	2	1	9
59. Parking on campus is adequate.	5	4	3	2	1	9
60. I like working at PHCC.	5	4	3	2	1	9
61. I would recommend PHCC to my friends as a good place to work.	5	4	3	2	1	9

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For each of the following scales you should give one rating for your unit/department and another rating for the college as a whole.

	Friendly						Unfriendly
63. Your unit or department	7	6	5	4	3	2	1
64. College as a whole	7	6	5	4	3	2	1

	Relaxed						Tense
65. Your unit or department	7	6	5	4	3	2	1
66. College as a whole	7	6	5	4	3	2	1

	Exciting						Dull/Boring
67. Your unit or department	7	6	5	4	3	2	1
68. College as a whole	7	6	5	4	3	2	1

	Organized						Unorganized
69. Your unit or department	7	6	5	4	3	2	1
70. College as a whole	7	6	5	4	3	2	1

	Creative						Uncreative
71. Your unit or department	7	6	5	4	3	2	1
72. College as a whole	7	6	5	4	3	2	1

	Formal						Informal
73. Your unit or department	7	6	5	4	3	2	1
74. College as a whole	7	6	5	4	3	2	1

V. PERSONAL DATA

75. Employment Status

- ☐ Full-time Faculty
- ☐ Administrative Faculty
- ☐ Classified Staff
- ☐ Hourly Staff (30 hrs)

76. Gender

- ☐ Male
- ☐ Female

77. Ethnicity

- ☐ White
- ☐ Black
- ☐ Others

78. Age

- ☐ < 21 years
- ☐ 21-30 years
- ☐ 31-40 years
- ☐ 41-50 years
- ☐ > 51 years

79. Years employed at PHCC

- ☐ 0-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-19 years
- ☐ > 20 years

Use the space below to comment further on the work environment at PHCC and make suggestions for improvement.